

MINUTES OF DIRECTORS MEETING

LANE TRANSIT DISTRICT

SPECIAL MEETING

Wednesday, November 29, 1995

Pursuant to notice given to *The Register-Guard* for publication on November 27, 1995, and distributed to persons on the mailing list of the District, a special meeting of the Board of Directors of the Lane Transit District was held on Wednesday, November 29, 1995, at 5:30 p.m. in the LTD Board Room at 3500 East 17th Avenue, Eugene.

Present: Kirk Bailey, Vice President
Rob Bennett
Patricia Hocken, President, presiding
Dave Kleger, Treasurer
Roger Saydack
Phyllis Loobey, General Manager
Jo Sullivan, Recording Secretary

Absent: Thomas Montgomery, Secretary
(One vacancy, subdistrict #2)

CALL TO ORDER: The meeting was called to order at 5:40 p.m. by Board President Pat Hocken.

EUGENE STATION:

MOTION **Executive Session:** Mr. Bailey moved that the Board move into executive session pursuant to ORS 192.660(1)(e), to conduct deliberations with persons designated by the governing body to negotiate real property transactions, and pursuant to ORS 40.225, lawyer-client privilege. The motion was seconded by Mr. Kleger and carried by unanimous vote. The VOTE executive session began at 5:40 p.m. Joe Richards and Greg Skillman of District counsel were present for this discussion.

MOTION **Return to Regular Session:** Upon motion by Mr. Bailey and seconding by Mr. Kleger, the VOTE Board voted unanimously to return to regular session at 6:50 p.m.

MOTION **Board Direction to Eugene Station Committee and Staff:** Mr. Kleger moved that the District direct its architects to design a single-story building on the southwest corner of the site for the new Eugene Station, with the proviso that if a public purpose for additional stories became clearly available, prior to the "point of no return" in design, then the District would move in that direction and try to shift the additional costs to that tenant. Mr. Saydack seconded the motion.

Mr. Bennett said he was persuaded to reluctantly vote for this motion. He said he thought it was a shame that the District could not fully utilize the site, but he was obliged to accept the current legal advice. Mr. Saydack said that Mr. Bennett's comments summarized his feelings about this motion. He said he would encourage the staff, if the motion carried, to continue to work to find another public use for a second story. He agreed that it was unfortunate that the Board could not authorize a second story at that time.

Mr. Bailey asked to submit written comments on this issue for the record. Those comments follow:

I want to make it clear that I support the two-story building at the southwest corner of the Eugene Station site. I agree with Counsel's observations about what the potential risks are, but my feeling is that LTD is acquiring the property for public purposes, to be used for LTD purposes. The District is not sure what will happen in that building, although it has some pretty good ideas about what is needed, but no one knows what the future is going to hold. It seems to me that there are enough issues on the community's agenda that might require LTD to step up and take a more active role in transportation issues that it is entirely possible that LTD will fill all the space in a two-story building with LTD uses. I think it is poor planning if the District does not go forward with a two-story building, and that it is worth the risk. I want to clarify that my comments about risk are not necessarily aimed at the Board members' personal risk in making the decision, but whether or not there is any risk for whether or not the Board has the authority to make this decision. In terms of the foreseeability for the need for that space, I think it is foreseeable that the District or the community will need that space in a much shorter time frame than ten years. LCOG made it clear that they are running out of space. They have not been able to commit to using space at the transit station because they are not equipped to make that decision as quickly as LTD needs them to. I think it is very apparent that the community may need space of this kind. I did not understand Counsel's advice to the Board to be that the Board is not without authority to acquire and use this building for public purposes. My definition of public purposes is much broader than some others' definitions, but I think that is because of a wide gray area. FTA accepts concessionary spaces in public buildings as appropriate for spending federal money. One is planned for the main CSC building and that is not being questioned. I think that fits within an appropriate public use of the building, and that the Board has the authority to do that. Later on, the community will come back to the District and ask why LTD did not build a two-story building when it had the chance.

VOTE

There was no further discussion, and the motion carried on a vote of 4 to 1, with Mr. Bailey voting in opposition and all others in favor.

WORK SESSION ON BUS RAPID TRANSIT AND FLEET OPTIONS: Ms. Loobey explained that this issue was before the Board because the District was contemplating the purchase of smaller vehicles and discussing how the District's vehicles would work with Bus Rapid Transit (BRT). Staff would describe what the fleet looked like at that time, how the fleet was being used, and what the opportunities would be for making a shift in the fleet, for purposes of meeting the Board's directives under the vision statements.

Planning Administrator Stefano Viggiano discussed BRT and service ideas. He summarized the elements of BRT. Those included: purchase of rights-of-way for improved travel time; type of vehicle (to distinguish the system as well as to reduce delays by using low-floor vehicles with many doors); fare collection; scheduling and operations (such as through routing

and headways); marketing; traffic signal prioritization; stops and stations; and passenger information. He explained that the reasons for a BRT system were for faster, more frequent service that would be more competitive with the single-occupant vehicle; to provide rapid transit at a relatively low cost (a way to achieve some of the benefits of rail service without incurring the costs); to allow an incremental approach to implementing a system; and to reinforce proposed land use patterns.

Mr. Viggiano showed conceptual BRT routes and how those would work with nodal developments, which were being discussed as a part of the TransPlan process; with park and rides; and with feeder lines that would connect with other BRT lines.

Mr. Viggiano also discussed the proposed work plan and schedule, as prepared by JRH Engineering, and stated that there had been a very positive response during discussions with other local units of government at the staff level. Ms. Hocken said she thought that September of 1998 was a very ambitious schedule for construction.

Maintenance Administrator Ron Berkshire discussed the District's fleet options. He reviewed the basic issues to keep in mind as the District began to diversify its fleet and change the fleet mix. He explained that the current fleet was made up of heavy-duty transit buses, which provided a lot of flexibility to provide reliable service with an adequate spares ratio. He showed a seven-week example of spares usage during weekday service. With a 20 percent spares ratio, the average usage during that seven-week period was 18 percent. Mr. Berkshire stated that the District would have to buy additional buses for spares when it began purchasing smaller buses. An additional cost involved with the purchase of a different kind of bus was the cost for training maintenance employees to work on different engines and bus types.

Mr. Berkshire showed slides of different kinds of buses, including small, medium, and heavy-duty; diesel; electric; and low-floor buses. He compared the costs, function, and life span of the different buses, and asked the Board members for feedback about what they had seen.

Mr. Bennett said he was encouraged by the increase in ridership that resulted from the use of battery-powered buses in Santa Barbara and Monterey-Salinas. He said he would not do the wood carriage approach. He liked the electric shuttle bus that had the look of a train. He thought the inside was important. He would give up seats for more room, and would have as many doors as possible and use automatic ticketing for speed of entry and exiting. He would choose something that would provide a good cost benefit and that would market well.

Mr. Kleger said that his major concern was the rapidity of boarding. He would be happy to try the hybrid bus if it were ready by the time LTD was ready, but he was more concerned about easy on and off. He would not go to rear door wheelchair boarding, and wondered about low-floor buses with lifts. He said that dwell time was an important issue. In terms of a downtown circulator bus, he was very interested in the electric bus with the hybrid drive, and would like to go with as modern an appearance as possible. He said he was not opposed to the trolley look, but would use metal rather than wood.

Mr. Saydack said that he was intrigued by the reliability, appeal, and increase in ridership associated with the use of electric buses. If ever a community would embrace electric buses, he said, this was the one. He thought this would provide a new look and a reason for people to ride the bus.

Mr. Bailey thought that the low-floor buses were important for BRT, and for the shuttle, electric buses with the hybrid system seemed to be the best.

Mr. Berkshire commented that the District had until 1998 before implementation, so there could still be some changes in technology. The lead time for ordering would depend on the buses that were ordered. Standard buses from Gillig would not be available until mid-1998 because that manufacturer was booked solid. Forty-five foot buses basically took twelve months between order date and delivery.

Ms. Loobey said staff would like direction from the Board regarding small buses, which could be ordered in the near future for a downtown shuttle and for routes where larger buses could not run. She said staff would like to look in more detail at the three types of electric vehicles in terms of service, maintenance, driving, etc. Mr. Kleger said he would like to see the effect on service time in the hills.

Ms. Hocken said that her basic question was whether it was feasible to use the same kind of bus for the neighborhood loops and the downtown shuttle.

Mr. Kleger said that these vehicles would have a higher cost per ride, but he thought it would be worth absorbing that cost. He thought that the downtown shuttle and neighborhood service were exposure that the District needed. He said there was quite a bit of literature that showed that people were more willing to ride smaller buses than larger buses.

Mr. Bennett said he would argue that because the District may have higher operating costs overall with a new service or more than one new service, it might have to look hard at where the routes were and at minimum productivity. He said he had some difficulty seeing how LTD was going to cover more ground with more service in terms of how it positioned itself differently in relation to how it saw itself in the future.

Mr. Kleger said that the District needed higher productivity expectations, and should make it known to people that the higher cost of those vehicles required that. He said the Board needed to know how long it would take to promote that kind of service and get a good test of it.

Mr. Kleger asked about zone fares. Ms. Loobey said that LTD had charged zone fares years ago, and the enforcement and accounting were the expensive issues associated with the difference in fares. Also, there were issues for the operators to deal with, such as what happened when a customer rode from half of one zone half-way into another zone. People were not necessarily complaining, but the District decided at that time that it was easier not to charge zone fares. Ms. Loobey added that the District needed to be careful about performance standards. She said buses could not bring people to the hub unless they were picked up in the outer areas. Service outside the corridor was needed to keep the corridor running. The routes were designed where there was the greatest opportunity for the most ridership. If the District started cutting out coverage, it also would start cutting segments of ridership.

Mr. Saydack said that if the District increased service with feeder routes, shuttles, etc., it would have to increase ridership or find some other way to pay for increased service with a subsidy. However, the District had been hearing that the subsidies would be vanishing. If LTD talked about expansion that was based on increases in service, it would have to know how it could

sustain that in the future, and that there would be enough productivity. Ms. Loobey said that the existing routes might not stay; there could be a different configuration. Feeder routes might feed the BRT, which would take people to their final destinations.

Mr. Saydack stated that if the District did not find ways to increase ridership, it would not be able to sustain the same level of service. Ms. Loobey said that also would make it more difficult to justify increased capital costs. Mr. Saydack said the Board was not yet looking at projections, how to pay for the service, how it would produce, etc., but would need that information in order to make decisions.

Ms. Hocken asked if the Board would be asked to approve the BRT schedule. Mr. Viggiano said that the staff would proceed with the schedule unless they heard differently from the Board. There would be issues throughout the project for which staff would return to the Board for decisions. Mr. Bennett asked about the operating budget for this project. Mr. Viggiano replied that staff had assumed that BRT would be a major work task for them, and had budgeted some money for staff time and consulting services. He added that a staff reorganization had made it easier to concentrate on this type of project.

Ms. Hocken asked for copies of the schedule, Mr. Berkshire's list of buses, and copies of the photos of the buses.

ADMINISTRATIVE STAFF REORGANIZATION: Ms. Loobey said that the staff reorganization work was moving ahead and the Board was being asked to approve the results. Background materials were handed out to the Board members. She said there were some important things for the Board to understand. The bottom line was that staff changes were made that could not be anticipated until the process was finished, and staff needed approval from the Board to make those changes. The cost for FY 95-96 would be \$8,000, and the annualized, ongoing cost would be approximately \$50,000 per year.

Ms. Loobey explained that when looking at the Board's vision statements and the number of staff vacancies that had occurred at one time, staff realized that they had the opportunity to look at the organization to see if it was organized the best way for effective and efficient operations. She explained that the one of the goals of the reorganization process was to reduce a layer of the decision making. The positions of Director of Administrative Services and Director of Operations had been eliminated, and a new Assistant General Manager position had been created, to assist the new departments and the General Manager. She explained that a new Planning and Development department would be specifically charged with the responsibility for long-range development, marketing, finance, facilities, etc., including BRT and Park and Ride. LTD had never had a staff person or function for long-range financing and planning such as this. The other new department, Service Planning and Marketing, would deal with the day-to-day product, to develop and deliver fixed-route service. This would be the first time that the perspectives of service development, marketing, transit operations, and maintenance would be integrated to provide the District's product. Ms. Loobey stated that it would be the responsibility of the Assistant General Manager to be sure the message of the organization was facilitated and coordinated up and down through the organization.

Ms. Loobey also discussed the financial impact of the reorganization recommendation. She explained that the Director of Operations position had not been filled since it became vacant. The Director of Administrative Services position would become the Assistant General Manager. The

division administrator titles would be changed to department managers, since staff found the term administrator to be too bureaucratic. The departments involved with marketing the District in any way would work together in a marketing council, which would be chaired by the Public Affairs Manager and would include staff involved with the long-range and short-range marketing of the District and its image, to ensure that the marketing program was consistent with the message and direction of the Board. A new position, Assistant Finance Manager, had been created. Staff had contemplated requesting this position in the budget last spring, and believed that it was very clear that it was important to have an assistant to the Finance Manager, whose current staff positions were technicians who did not have the skills to back up the position. The Assistant Finance Manager position also would allow the Finance department to take on duties from the former Director of Administrative Services position and additional reporting duties to meet the performance reporting goals set by the Board.

Ms. Loobey told the Board that the former Customer Service Administrator, Andy Vobora, had been promoted to the Service Planning and Marketing Manager. The Customer Service Administrator position description had been rewritten (reclassified) to make it a supervisory position and not an administrative position. This position would be necessary as a manager of the new Eugene Station and the Customer Service staff, but would not perform the many additional marketing and outreach duties Mr. Vobora had performed in the Administrator position. A Transportation Supervisor position would not be filled, and a Transit Projects Coordinator would be created, instead. An Accounting Technician position would be upgraded to a GL/Grant Accountant, and the Transportation Secretary position would be upgraded to an Administrative Assistant position in Transit Operations.

Ms. Loobey stated that she was firmly convinced that the staff would not be able to do what the Board wanted them to do unless they made the proposed changes. It was not just a matter of being more efficient; rather, it was a matter of being more prepared to achieve the goals the Board had set. Staff had spent a lot of time during the past year determining the best way to accomplish that. Ms. Loobey explained that staff had hired a consultant with a lot of experience in the private sector to assure that staff were heading in the right direction. The result of that work was a recommended new table of organization. In some cases, new job descriptions had been developed because the positions needed to be filled. In other cases, the job descriptions would be developed as staff gained some experience in their new positions.

Mr. Bennett asked if staff would have made the change even if the District were not embarking on new initiatives. Ms. Loobey replied that there were some changes that needed to be made anyway. Pushing the decision-making down further in the organization was one of them. Also, key staff vacancies allowed staff the opportunity to make the changes. It had been a concern over the years that all staff working with service issues were not integrated as well as they might be. Other important new tasks for staff included pursuing any projects in the community that had to do with transportation, and being included in the early planning processes. Staff had begun aggressively seeking the opportunity to be where they needed to be to ensure this participation.

Mr. Bennett asked if the salary schedules for the new positions were consistent with the latest information from the salary study. Ms. Loobey said that they were, that staff believed those positions had been appropriately placed. After a year's experience with the new organization and positions, the next compensation study would show if other changes would be needed because of changes in responsibility, but that could not be known yet.

Mr. Bennett said that if the District took on new administrative costs, this carried the additional responsibility that in the private sector would bring in new revenues or a new economic activity within the organization. He stated that staff were suggesting that the District take on additional administrative overhead whether it did BRT and other new projects, or not. He said that needed to be done very carefully. The other reason for this type of increase would be if staff believed the District had been woefully deficient in the past, and this reorganization would give staff an organization that would make the District more effective in the community. He had not heard Ms. Loobey say that, and was interested in additional comment about this issue.

Ms. Loobey stated that she had given a rushed presentation in an effort to allow the Board to adjourn fairly soon, or she would have spoken about this. She said that the District had not been on top of things as much as it should have been in the community. The Board's increased participation in the community and other activities required a lot of staff management that had not been required before. These efforts were directly related to the vision statements, as well as beginning the BRT process, which would be enhanced by the new Planning and Development focus. Staff level outreach also was needed, in addition to the governing body-level of outreach, to be in the forefront in transportation issues. Also, staff knew that there was a market the District had not yet reached. Part of the reorganization focus was to enhance the cooperation among staff in their new departments. The needs of the organization were greater than they were just five years ago, and someone had to pick up the additional assignments. Ms. Loobey stated that the District could not use Finance Manager Tamara Weaver's talents in financing and performance measures if her time had to be used for only meeting the statutory requirements of the District. For what was at stake for the District, she thought that \$54,000 out of a \$14 million budget was a reasonable amount.

Mr. Saydack said he appreciated the discussion. He agreed that when overhead was increased, it needed to be done for some reason, whether that be a bigger mission or greater productivity. He heard that this was what Ms. Loobey was saying; that the District needed to reach into the community to get the job done. If this reorganization was what it would take to get this done, then he was in favor of it. He said that the public would ask if the District had been able to accomplish that, and the Board would need to see the answer to that question in the future, whether that meant by increased earned income or ridership, etc.

Mr. Kleger said he would like to comment very favorably on the changes in the planning structure. He thought the planning function might not have been as in touch with the entire organization as it needed to be, and he thought this change probably would fix that. He said he knew the District was at a point where very long-range planning was critical, and he thought the new structure would help address that more effectively. He liked having decision-making closer to where the work was being done, and thought that this was a reasonable cost for those changes.

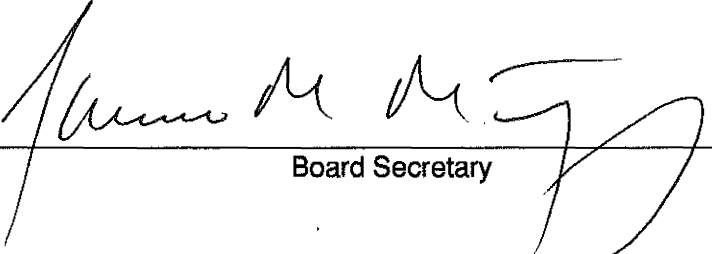
Mr. Bailey said he appreciated the work that Ms. Loobey and staff had put into trying to increase the efficiency of the organization. He asked a question to clarify the FTE and salary for the Finance Manager. Ms. Loobey explained that Ms. Weaver already did the work of 1.3 persons, and would need to absorb more from the Director of Administrative Services. The Assistant Finance Manager would be more of the manager of the day-to-day functions and take on the work with performance measures that were currently performed by the Finance Manager, such as the Section 15 federal reports and the annual audit.

MOTION Mr. Saydack moved that the Board approve the administrative staff reorganization plan as discussed and as presented in the attachments to the budget transfer resolution. Mr. Bailey
VOTE seconded the motion. There was no further discussion, and the motion carried by unanimous vote.

FY 95-96 BUDGET TRANSFER: Ms. Loobey explained that the transfer was necessary for several reasons, not just the reorganization. Ms. Hocken commented that the primary change was the loss of state funding in the form of Special Transportation Fund money from the cigarette tax. Every year, the District made a transfer from the General Fund to the Special Transportation Fund to provide special transportation services, and this year the state contribution was not as great as expected.

MOTION Mr. Kleger moved that the Board adopt the Resolution transferring \$43,540 from General Fund Operating Contingency to General Fund Personal Services (\$15,540) and increasing the General Fund Transfer to Special Transportation Fund (\$28,000) and Direct Support - RideSource
VOTE in the Special Transportation Fund (\$28,000). Mr. Bailey seconded, and the motion carried unanimously.

ADJOURNMENT: The meeting was unanimously adjourned at 9:10 p.m. The December meeting was scheduled to be held one week early, at 7:30 p.m. on December 13, in order to assure a quorum before the holidays. The regular meeting on December 20 would be canceled.


Board Secretary

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